

# TRAINING SECTION PUBLICATION

# TFD CHRONICLE

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## MISSION: ALIGNMENT IS THE KEY TO STANDING OUT WHILE STANDING IN

Alignment occurs when individuals perceive that contributing to an organization produces direct contributions to their personal mission. The more opportunities an organization offers its members to align their missions with its own, the more likely it is to survive and succeed.

This is a story often told, but like a legend it bears retelling: Arthur Fry, a 3M chemical engineer, knew that Spencer Silver,

a scientist there, had accidentally discovered an adhesive with very low sticking power. Normally that would be bad. For Fry, musing about it on company time, it was good. Pieces of paper he used to mark his place in his church hymnal always fell out when he stood up to sing, and that annoyed him. He figured that markers with a strip of the adhesive on the back would stick lightly to something and would come off easily. He made some samples,

gave them to secretaries to try out, and 3M eventually began selling his little yellow pads under the name Post-it. Sales in 1984 topped \$100 million.

Alignment of organizational and personal missions provide the opportunity for a happier, healthier and more satisfying work life.

Source: *Peak Performers* by Charles Garfield

### TFD TRAINING SECTION GOAL:

*To identify areas of need and develop training programs to assist our members to become more proficient in personnel management and supervisory leadership, emergency service delivery, customer service, emergency incident management, safety, fire prevention and public safety education.*

## TEMPE FIRE DEPARTMENT MISSION STATEMENT

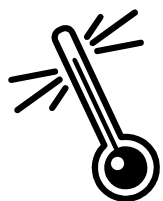
*We, the members of the Tempe Fire Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, property, and the environment.*

## 212°

At 211°F, water is hot. At 212°F, it boils. With boiling water, comes steam. With steam, you can power a train.

Applying one extra degree of temperature to water means the difference between something that is simply very hot and something that generates enough force to power a machine – a beautifully uncomplicated metaphor that ideally should feed our every endeavor – consistently pushing us to make the extra effort in every task, action and effort we undertake. How many

opportunities have we missed because we were not aware of the possibilities that would



occur if we applied a small amount of effort beyond what we normally do?

211° can serve a purpose, but 212° is the extra degree – the extra degree that will bring exponential results – exponential results to you and those you touch throughout your days.

Source: *212°-The Extra Degree* by S.L. Parker

*"The achievements of an organization are the results of the combined effort of each individual."*

Vince Lombardi

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## NEGATIVITY KILLS

Following the Korean War, Major (Dr.) William E. Mayer studied 1,000 American prisoners of war (POW) who had been detained in a North Korean camp. He was particularly interested in examining one of the most extreme and perversely effective cases of psychological warfare on record – one that had a devastating impact on its subjects.

American soldiers had been detained in camps that were not considered especially cruel or unusual by conventional standards. The captive soldiers had adequate food, water, and shelter. They weren't subjected to common physical torture tactics of the time, such as bamboo shoots driven under their fingernails. In fact, fewer cases of physical abuse were reported in the North Korean POW camps than in prison camps from any other major military conflict throughout history.

Why, then, did so many Ameri-

can soldiers die in these camps? They weren't hemmed in with barbed wire. Armed guards did not surround the camps, yet no soldier ever tried to escape. Furthermore, these men regularly broke rank and turned against each other, sometimes forming close relationships with their North Korean captors.

When the survivors were released to a Red Cross group in Japan, they were given the chance to phone loved ones to let them know they were alive. Very few bothered to make the call.

Upon returning home, the soldiers maintained no friendships or relationships with each other. Mayer had discovered a new disease in the POW camps – a disease of extreme hopelessness.



The soldiers actually called it “give-up-itis.” The doctors labeled it “mirasmus,” meaning, in Mayer’s words, “a lack of resistance, a passivity.” If the soldiers had been hit, spat upon, or slapped, they would have become angry. Their anger would have given them the motivation to survive. But in the absence of motivation, they simply died, even though there was no medical justification for their deaths.

Despite relatively minimal physical torture, “mirasmus” raised the overall death rate in the North Korean POW camps to an incredible 38% - the highest POW death rate in U.S. military history. Even more astounding was that half of these soldiers died simply because they had given up. They had completely surrendered, both mentally and physically.

How could this have happened?

The answers were found in the extreme mental tactics that the North Korean captors used. They employed what Mayer described as the “ultimate weapon” of war.

### Understand Position and Never Give up

It is important to comprehend your perception of the world around you, the position you are in, and to never give up. By doing this you will help combat “mirasmus.”

Source: *How Full is your Bucket?* by Tom Rath and Donald O. Clifton

## COLIN POWELL—OPTIMISM: “ENTHUSIASM BETWEEN FAILURES”

We are fortunate to have researchers who study optimism. Their research has revealed some important insights for leaders. For example, studies have shown that the roots of optimism lie in the individual's belief that he or she has control over his or her immediate environment. People who believe that they can't influence their environment are more likely to be pessimistic; people who believe that they can are more likely to be optimistic.

As Columbia University psychiatrist Susan Vaughan has concluded, “Optimism has little to do with external reality, and everything to do with our ability

to regulate our own inner world. It is the perception of being in control, not the reality, that really matters.”

When people do not believe that they have control, they literally learn to become helpless, according to University of Pennsylvania psychologist Martin Seligman. This “learned helplessness” is a good predictor of passivity, cynicism, and general pessimism. In contrast, optimists believe that what one does matters a great deal, and that is why they take responsibility for their successes and failures.

As Winston Churchill once ob-

served, “Success is measured by your ability to maintain enthusiasm between failures.” Meanwhile, under more or less the same conditions, pessimists are giving up. Same circumstances; diametrically opposite outcomes: The only difference is the outlook of the players.

Dr. David Campbell of the Center for Effective Leadership, another scholar who looked at the effects of attitudes on leadership, has concluded that with remarkable consistency, great leaders – ranging from Army officers to business executives – demonstrate enormous optimism.

Obviously, optimism alone is not sufficient to make a great leader. But it's easy to make the case that optimism is a necessary ingredient in the makeup of leadership. Conversely, an overtly pessimistic outlook is likely to derail one's leadership aspirations.



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## TRANSITION FROM FIREFIGHTER TO FIRE OFFICER — PART II

In part one of Transition from Firefighter to Fire Officer, James O. Page discussed the first role of a company officer is that of supervisor. The next two roles, commander and trainer are discussed in this issue.

### Commander

When operating at the scene of an emergency incident, the fire officer is expected to demonstrate a special type of supervisory technique. A fire officer has to function as a commander and exercise strong direct supervision over the company members.

The ability to bring order out of the chaos of an emergency incident is an art that requires a well-developed skill set.

The fire officer needs to be clear, calm, and concise in the initial radio transmissions.

Developing a command presence is a key part of mastering the art of incident command. Command presence is the ability of an officer to



project an image of being in control of the situation. A fire officer who is going to establish command upon arriving at an emergency incident should have a detailed knowledge of the responding companies, a mastery of the local procedures, and the ability to issue clear direct orders.

### Trainer

The fire officer has the responsibility of making sure that the firefighters under his or her command are confident and competent in their skills. The company-level officer is responsible for the performance level of the fire company and has to establish a set of expectations that the com-

In addition, a fire company's response district may require a higher level of firefighter skill or knowledge.

The company-level officer is the key to developing these competencies within the company. James O. Page makes three specific recommendations to assist fire officers in this task: develop a personal training library, know the neighborhood, and use problem-solving scenarios.

Source: *Fire Officer Principles and Practice*; NFPA, pp. 45-46

## CONTINUED—COLIN POWELL

"Pessimists," explains Dean Becker, a colleague of Seligman's, "have a way of permeating the atmosphere with dark clouds and ominous forecasts, all of which are hazardous to performance, morale, and teamwork."

There is clear evidence that people resonate with leaders who offer positive messages. This impulse appears to reside somewhere deep in our human wiring. In his book *Learned Optimism*, Seligman examined the presidential elections between 1900 and 1984, and concluded that American voters chose the candidate with the more optimistic message in eighteen out of twenty-two elec-

tions. Four-fifths of the time, in other words, voters chose visions of hope and opportunity over visions of doom and gloom. And to the extent that we "vote" in the workplace, investing our trust and hopes in one individual or another, we appear to apply the same standards. We follow the positive leader who can inspire us with hope and confidence.

### POWELL'S POINTS

- Powell's optimism appears to be a self-fulfilling prophecy. "If you build it," as the line in the hit film *Field of Dreams* put it, "they will come." If you don't build it, of course, they

can't come. Optimism makes things happen. It's a good predictor of career ascent, and it's predictive of "It ain't as bad as you think." It will look better in the morning.

- It *can* be done.
- Don't take counsel of your fears or naysayers.

For Powell, the value of optimism is its capacity to spur bold action and extraordinary results. He would not condone what some researchers have called "passive" optimism. Passive optimism is little more than a "don't worry, be happy" attitude.

In contrast, "dynamic" optimists apply their optimism to attain goals and help others attain goals. They take action. Don't whine passively about a problem, and don't just smile and shrug it off either.

Take responsibility, and do something with the hand you're dealt. "If you get the dirty end of the stick," he says, "sharpen it and turn it into a useful tool."

Source: *The Leadership Secrets of Colin Powell* by Oren Harari

## BIRTHDAYS AND ANNIVERSARIES FOR JULY

### Happy Birthday!

Woerth, R.	7/2
Bandura, J.	7/4
Abe, G.	7/10
Herman, C.	7/11
Novack, A.	7/17
Pepper, M.	7/18
Huddleston, D.	7/19
Bailey, K.	7/21
Rawlings, M.	7/22
Burns, M.	7/23
Frintner, H.	7/25
Harmon, A.	7/27

### Happy Anniversary!

Abraham, T.	7/5	1 yr.
Duffy, J.	7/5	1 yr.
Ells, N.	7/5	1 yr.
Kiefer, T.	7/6	25 yrs.
Shepard, D.	7/7	9 yrs.
Jones, C.	7/10	35 yrs.
Perez, Y.	7/10	17 yrs.
Rohe, P.	7/11	12 yrs.
McBroom, G.	7/13	30 yrs.
Burdett, E.	7/15	21 yrs.
Bycura, M.	7/15	21 yrs.
Kulpins, D.	7/15	21 yrs.

Lyll, B.	7/15	21 yrs.
Thomas, S.	7/22	10 yrs.





## TRAINING SECTION PUBLICATION

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or suggestions, please e-mail the  
Training Captain.

## EMS CORNER

Upcoming PM Recertification for the following:

August: Burdett, Frintner, Hammer, Malloy, J. Ruiz,  
Silberschlag  
September: Kominska, Lopez  
October: Cameli

Last Quarter's EMS CE covered CPR changes and ACLS updates. Anyone assigned in a responding capacity should have attended. Make-up sessions will be scheduled for those who missed their assigned date with their crew. Call the EMS Section if you have any questions at (480) 858-7264.



## ANDY GRIFFITH TRIVIA

As firefighters, one of our favorite pastimes was to watch the Andy Griffith Show during lunch (there were only six television stations to choose from). Here are a few trivia questions that will remind you of those firehouse lunch times.

1. What were the names of two female characters that were mentioned but never seen on the Andy Griffith Show?
2. What did Andy and Barney call Aunt Bee's homemade pickles?
3. Why did Ernest T. Bass want to join the Army?

Answers: 1. Sarah and Juanita; 2. Kerosene Cucumbers; 3. To get a uniform

## STRATEGY AND TACTICS TIPS

### Types of Ceilings

Ceilings can be divided into two broad categories: those that are directly affixed to the floor or roof joists above, and those that are suspended several inches or feet below the joists by vertical strips of wood, steel hangers, or thin wires. A suspended ceiling presents a serious collapse hazard to a firefighter since the vertical supports can be destroyed by flame causing the entire grid framework to collapse. The lightweight metal grid system with removable ceiling panels is much lighter than other types of suspended ceilings and can be bent and quickly moved out of the way by firefighters if they become trapped.

Wire entrapment from the failure of a suspended ceiling is the greatest challenge firefighters will face in escaping from, or

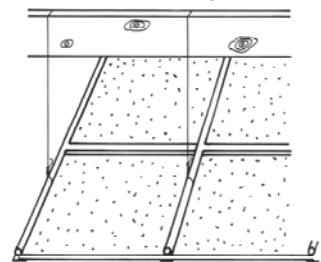
effecting a rescue of trapped firefighters. The most important first step for the rescue of firefighters trapped beneath such a collapse is to sweep the collapse area above the ceiling with a hose line and knock down flames in the void space above the suspended ceiling. If rescue attempts are begun without extinguishment efforts, the trapped firefighters may succumb to the products of combustion before they are reached.

Lessons to be learned about suspended ceilings:

1. Early identification of suspended ceiling.
2. Proper examination of multiple ceilings concealed by the suspended ceiling.
3. Proper method of opening suspended ceilings – (open ceiling panels without compromising grid system)

4. Prevent ceiling overload by hose streams – (water weights more than 8 lbs. per gallon and can collect in void space if panels remain intact causing a collapse of the suspended ceiling).
5. Hose line protection – (protects against an increase of fire after ceiling collapse).
6. Overhaul concerns – (vibrations of overhauling can cause a partially collapsed ceiling section to pull down the entire ceiling suddenly).

Source: *Collapse of Burning Buildings. A guide to fireground safety*, by Vincent Dunn



A suspended ceiling and a lightweight metal grid system with a removable panel ceiling.